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# 360° MARKETING AND COMMUNICATION STRATEGIES PROPOSAL

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ABSTRACT

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Economic crisis has affected many countries throughout the world in the past 10 years, most recently Spain has been one of the most affected countries in Europe. Spanish company Desigual has been a leading clothes designer and manufacturer throughout many years but it appears as though their marketing campaigns have not struck completely to their target market.

A survey was carried out in the means to gather information regarding the present positioning of the brand in people's minds, as well as trying to understand the brand's awareness in recent years by their own marketing campaigns.

A 360° Marketing and communication strategies proposal was conceived based on the results of the survey. Such strategies or theories will provide a theoretical basis for the proposal and will be further broken down into Social marketing strategies, Internet marketing strategies, among others.

The main purpose of this proposal is to present a holistic scenario which pursues a different approach to Desigual's marketing campaigns in order to achieve a better positioning in the market achieving that potential customers understand not only the campaigns message but also the brand's motto.

Furthermore, the findings of the study, conclusions and recommendations will be portrayed providing a general outline to alternative marketing strategies to be used in a company surviving in a country that has been hit by economic crisis.

**KEYWORDS:** 360° Marketing, Social Marketing, campaign management, marketing strategy, brand Management.

## CONTENTS

|   |  |    |
|---|--|----|
| 1 | INTRODUCTION   | 1  |
|   | 1.1 Background   | 1  |
|   | 1.2 Research approach, Questions, Objectives & Scope   | 2  |
|   | 1.3 Specific Objectives & Insight  | 3  |
|   | 1.4 Key concepts   | 4  |
| 2 | THEORETICAL FRAME - MARKETING STRATEGIES   | 6  |
|   | 2.1 Marketing model process  | 6  |
|   | 2.2. The marketing plan  | 7  |
|   | 2.3 Strategy   | 8  |
|   | 2.4 Strategic Marketing  | 9  |
|   | 2.5 Social Change & Social Marketing   | 10 |
|   | 2.6 Social Marketing Strategy  | 12 |
|   | 2.7 Internet Strategies  | 13 |
|   | 2.7.1 Contextual advertising   | 13 |
|   | 2.7.2 Behavioral Advertising   | 14 |
|   | 2.7.3 Increase in users utilizing Social Networks  | 15 |
|   | 2.7.4 Changes in purchasing behavior because of the crisis   | 16 |
|   | 2.8 Affiliate Marketing  | 17 |
| 3 | CASE STUDY   | 20 |
| 4 | RESULTS AND ANALYSIS OF THE SURVEY   | 22 |
|   | 4.1 Segmentation of the main findings of the online survey   | 22 |
| 5 | PROPOSAL - ANALYSIS  | 31 |
|   | 5.1 PHASE I: Expectation-Creation of a Desigual world:<br>Magical, fun and extravagant.            | 34 |
|   | 5.2. PHASE II: The Desigual (Uneven) world: Life is beautiful for<br>everyone, a positive posture. | 38 |
|   | 5.3. PHASE III: Building the concept: “Life is Cool” by the people.                                | 40 |
| 6 | RESULTS EVALUATION   | 48 |
| 7 | SUMMARY AND CONCLUSIONS  | 50 |

# 1 INTRODUCTION

Desigual (Uneven in Spanish) is a casual clothing brand based in Barcelona, Spain, it is known for its patchwork designs, intense prints, innovative graffiti art and flamboyant splashes of color.

Currently, the companies' motto is "La Vida es Chula" (in Spanish), which means "Life is Cool". This is a conceptual umbrella that covers all the actions and connections that the brand wants to send across.

The company has communicated that one of their current key missions consists in positioning this motto in all Spain, where one of the final goals of the brand is that there is at least one Desigual item in every closet of the world. This can be achieved by an adequate use of media sources, social networks and throughout the development of a 360° marketing & communication strategies proposal.

Following a previous investigation that was conducted by Desigual throughout different media and communication channels, is that it was able to discover the right path to follow towards the fulfillment of the business's communications and marketing objectives. Thanks to this, now the next step is generating a better affinity between the brand and its target audience, and in this way being able to achieve that the target audience identifies directly with the motto "Life is cool". Also, some actions will be proposed in regards of attracting new customers to Desigual stores and Desigual online stores.

The goal of this study is to create a marketing proposal based on alternative marketing strategies through studying the customer's shopping behavior through economic crisis and, brand positioning.

## 1.1 Background

Founded in 1984 by Thomas Meyer, from Switzerland, the company has been led by Manel Adell since 2002, until 2013. Desigual sells men's, women's, children's

clothing, accessories and women's shoes. It achieved a 60% annual growth from 2002 to 2009, and a turnover of €250 million in 2009, €440 million in 2010 and €560 million in 2011. In 2011 it employed 3,000 people of 72 nationalities.

It has been able to position itself in world fashion because of its innovative and exclusive designs, for which most people think it's an extravagant style but at the same very attractive.

Since 2007 until today, the business has experienced a noticeable growth, and year after year being able to surpass annual sale goals. And this is why it has become a world-renowned brand standing out because of its originality, Desigual is considered to have great potential to grow even more through the appropriate use of communications, public relations and marketing.

The proposal consists in a 360° marketing & communication strategy, which will be executed in Spain's 5 major cities: Barcelona, Sevilla, Madrid, Valencia y Zaragoza. However, the scope of this plan will reach all the national and international population living in Spain. The 360° marketing & communication strategy proposal will be summarized in this document.

## 1.2 Research approach, Questions, Objectives & Scope

The aim of this study is to evaluate the positioning of the brand Desigual in the Spanish market. In order to find and also implement adequate marketing strategies and outline for a marketing proposal.

The final goal is to make sure that Desigual keeps its leading positioning in the Spanish market while raising awareness about the brand throughout social media and Internet. This can be achieved by taking a close look at alternative marketing strategies that will be the theoretical base for this study.

An interview was formulated and executed in order to find out people's opinion about the brand and the brand's motto.

With the results of the survey and closer look at alternative marketing strategies as theoretical background, it will be possible to create a 360° marketing & communication strategy proposal for Desigual.

Main research problem:

How to maintain the leading position of Desigual in the Spanish market in the middle of economic crisis through the implementation of alternative marketing strategies?

The main objective of this study is to raise more awareness about the Desigual brand in the Spanish market and more importantly position the brand's motto "Life is Cool" through the development and implementation of a 360° marketing & communication strategy proposal.

Findings of this study are centered in the analysis of various sources of data:

Survey among the existing and potential customers of Desigual.

Academic literature, marketing theories, recent studies, personal professional experience, articles and seminar material in strategic marketing management.

Interviews with Desigual staff.

### 1.3 Specific Objectives & Insight

Communication: The main objective of communication is to share the motto "Life is cool" to all local and international audience.

Marketing: The main objective of marketing is to attract clients to the store and promote more visits to the webpage.

Insight: Each person interprets “Life is cool” in a different way.

The general scope of this study is only limited to the Spanish market and its current/potential customers. Therefore, the theoretical bases of the study focuses more on alternative strategies that will address the main issue of economic crisis in Spain.

#### 1.4 Key concepts

A few key concepts with significance to the aim of this study are listed and briefly explained from a theoretical standpoint.

The concept of Marketing has been widely and forever debated. The modern definition for marketing is by the American Marketing Association. Being a formal definition as follows: “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” (American Marketing Association, 2007).

Let’s consider another definition of marketing, this time from the United Kingdom’s Chartered Institute of Marketing: “Marketing is anticipating, identifying and satisfying customers’ needs, profitably.” (Cheverton, Peter. 2004)

The purpose of strategic tools is to help the strategist and the audience to understand, what the strategy is and even more importantly, what questions it answers. There are questions that the strategy tries to answer and the strategy tools are helpful in organizing the answers. The strategist needs to ask where do we (the company) want to go next and as well needs to know where the company is now and where it has come from. The strategy tools form interrelated answers, and the answers derived from one tool will have an impact on the answers to all the others. (McKeown, 2012).

Strategic Marketing Management is the end product of the mentioned above, a result of a careful planning and execution using the best available tools and

techniques, within the limitations of the company's resources. The target of strategic marketing management is to improve the organization's performance, to thrive in the competitive market and to differentiate oneself from the competitors. (Chernev & Kotler, 2012).



## 2 THEORETICAL FRAME - MARKETING STRATEGIES

This chapter explores the concepts of marketing strategies or theories from an academics point of view.

The main purpose is to gather deeper knowledge when it comes to marketing in general and how this specific strategies could help Desigual maintain their market positioning and secure their brand success even through economical crisis.

This theoretical framework will consist in various marketing and strategy related concepts and examples, which are believed to be the necessary ones to look at for this specific proposal.

At last, the theories and academic framework of this study will be gathered and summarized for further analysis and adaptation into the following chapters including the proposal.

### 2.1 Marketing model process

The Marketing Model proposes a pictorial definition that can be applied to Desigual, as shown in Figure 1.1.

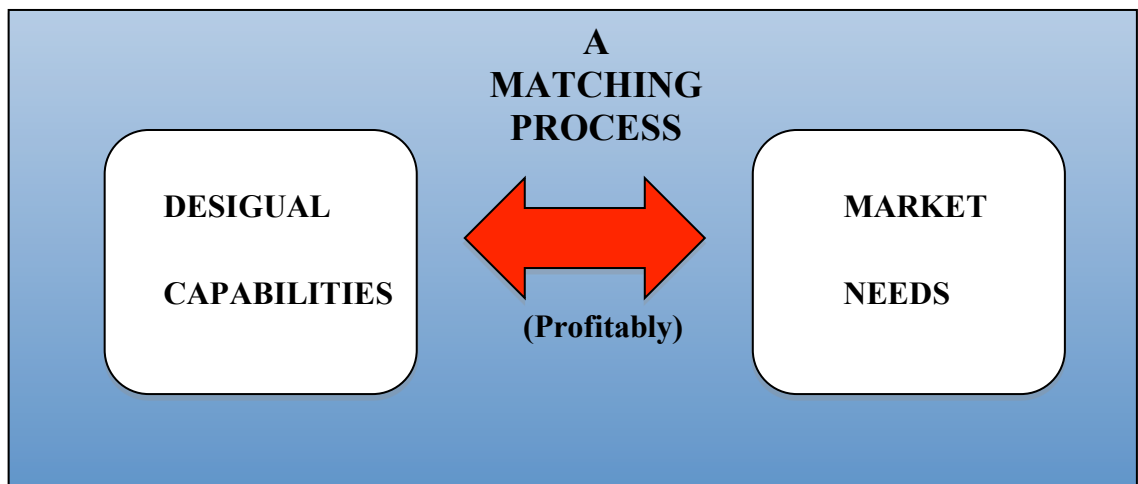


FIGURE 1: The Insight marketing model: a definition (Unknown source)

“The marketing model process describes marketing, as a matching process between our capabilities and the market needs – a matching process that has as its goal a profitable competitive advantage. It aims to combine the left and the right-sider’s views without allowing either dominance over the other, or losing the marketer’s mindset in a fudged compromise.” (Cheverton, Peter, 2004 p.9)

The search for this unique match shown in figure 1 also happens in a complex time frame: coping with today’s demands even through the economic crisis while anticipating tomorrow’s, and planning for the future beyond the crisis. Marketing is not static. Above all else, it must concern itself with the future: seeking to anticipate needs, even to create them, and seeking to mold capabilities in order to meet those needs. In the world of high fashion, clothes designers must always be looking a season ahead, which is why time managing is extremely important.

## 2.2. The marketing plan

The marketing plan can be divided into three clear sections, each made up of a series of decisions and actions, these three sections are:

- Strategic positioning – which includes the big issues of how we wish to be, how we wish to appear to our customers, and how we will succeed;
- Delivering the value – which turns to the essence of what our value proposition will be in our target markets and segments;
- Tactical application – which is the (relatively) short-term set of activities designed to make the plan happen.





FIGURE 3. Strategy Principles (Paley, Norton. 2006 p 15.)

## 2.4 Strategic Marketing

The purpose of the marketing strategy is to create competitive advantage, to create more value to the customers than what the competitors are able to (Mohr et al., 2010). The strategic marketing plan outlines the target market and the company's value proposition, based on the analysis of the best market possibilities (Kotler & Keller, 2012).

A five-step approach is one way to creating an effective marketing strategy:

- Understanding market climate, marketing strengths and weaknesses
- Developing a marketing strategy

- Building a marketing plan
- Implementing the marketing plan
- Monitoring success of the marketing plan

(Clancy, 2008).

Another important aspect that Desigual needs to take into account is Positioning, this is a message to the target group and is usually a one- or two-sentence statement that captures the message a marketer wants to imprint in the minds of customers and prospects. It needs to describe the product and how it is different from, and therefore better than, the competitors'. "A powerful positioning leads to a powerful brand." (Clancy, 2008).

## 2.5 Social Change & Social Marketing

This strategy is especially important due to Spain's present economic crisis.

Marketing can't be done in the same way; in this situation Desigual's marketing strategies need to be addressed from a more social point of view.

The decisions that should focus social marketing efforts are those of positioning and branding. Regardless of the size, budget, and scope of a social marketing effort, positioning and branding are either deliberate choices or ad hoc results of project execution.

Always keeping in mind that positioning is a result of insight into priority groups and competitive analysis. A positioning statement answers the questions, why should I learn or try a new behavior, product, or service? What advantage does it offer me over what I currently do? This is exactly what "Life is Cool" is all about and this are the kind of questions we should be asking ourselves when launching this marketing campaign.

“Thinking about behaviors, products, and services from a brand perspective focuses marketers, again, to think about them from the people ’ s point of view and to understand what they mean to consumers in their reality (not the reality of social convention or of social scientists).” What should become clear as this discussion transitions from segmentation and competitive analysis and also empathy and insight to positioning and branding is that these latter two concepts can help us take what we have learned so far and use it to anchor this proposal strategies in the realities of the Spanish marketplace and the minds of the Spanish people. (Lefebvre, R. Craig. 2013)

Positioning involves the distillation and integration of three types of information and data:

- (1) Understanding of the priority group and the most important points of view and insights that we have derived from that
- (2) The appraisal of Desigual’ s strengths and weaknesses
- (3) The knowledge gained through competitive analysis

The challenge of creating a positioning strategy is finding one or more unique ways in which Desigual’ s strengths and abilities create more relevant value propositions for our priority segments than those the competition can offer. “This means we must understand not only what people find beneficial about our offerings but also how they view the competitive offerings, whether these are other behaviors they can engage in or other products and services they can use.” (Lefebvre, R. Craig. 2013)

In terms of planning behavior change programs, the challenge of positioning comes down to answering these questions:

1. What relevant behavior can we ask people to engage in rather than the one they are currently doing or the alternative ones suggested by other people, organizations, and social or cultural mores?

2. How can we make this behavior more compelling, relevant, and potentially more valuable to people when they practice it, in comparison to the other alternatives?

In general, a positioning statement might take this form: “Desigual wants everyone to experience a cool life by being themselves, being different, being Uneven”. “We want everyone to see the regular physical activity as something that is cool and fun and better than just sitting around and watching TV or playing video games all the time.”

## 2.6 Social Marketing Strategy

Though the process for developing marketing strategy appears to be straightforward (Figure 3), too often practice leads to shortcuts in which tactical decisions are made about individual elements of the plan — such as what products or services to offer, what behaviors to focus on, whether to use social media or just to offer incentives to people — before a strategy is created. Not only should our strategy be grounded on the value proposition but also, in practice, we should work on developing four supporting strategies that focus on each of the elements of the marketing mix: What features of the behavior, product, or service do people find most appealing and valuable? What price elements encourage, or remove barriers to, engagement? What places could be provided or enhanced to increase opportunities to engage in desired behaviors and increase access to products and services? And what communication activities will reach people and influence and support them to engage with us? While the final marketing plan need not have a strategy for all four of the marketing elements, deliberately setting out to explore and create one for each of the 4Ps helps to prevent the default option that is usually a “better product or service” for a designer, an “incentive” for an economist, a “space” for an urban planner, or a “message” for a communicator.

Process for developing a social marketing strategy:

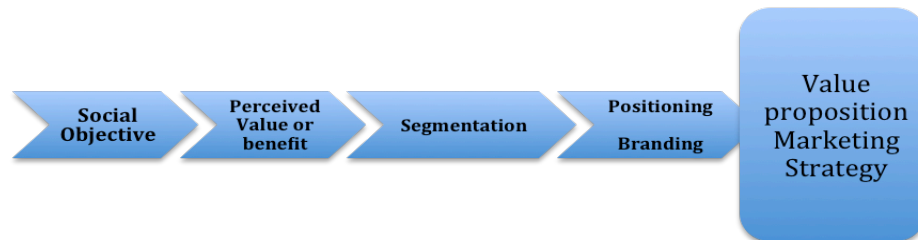


FIGURE 4: Social Marketing Strategy Process (Lefebvre, R. Craig. 2013)

## 2.7 Internet Strategies

Tendencies in communication, Internet and media follow-up

The new communication media tendencies are closely related with the investor's and publicist' efforts in recent years. There is a hybrid phenomenon that is starting in online and off-line media, even though the economic crisis seems to have accelerated the changing process in the communication industry pushing investments towards the digital era. It is also thanks to technological developments such as (iPad, iPhone, Tablets...), which will set the way for advertizing investments.

### 2.7.1 Contextual advertising

One of the latest Internet marketing buzzwords is "Contextual Advertising." The premise is that it is important to reach your potential customers with your marketing message at the time they are looking for your type of products or services.



What is contextual advertising? In very simple terms, it is providing a targeted ad on a Web page.

How does it work? “The basic contextual advertising systems or programs scan text of a Web page looking for keywords and key work phrases. The contextual advertising system then goes back to its data base of adds and looks for a match for those key words and key word phrases. It then feeds the appropriate adds to the advertising space on that page. In most cases, the higher bid by the advertiser, the higher their ad will appear on that page.” (Sweeney, Susan; MacLellan, Andy; Dorey, 2007 Pg. 47 & 49)

It will be important to explode this strategy to it’s full potential when managing the campaign “Life is cool”. Plan the budget, diligently choose appropriate keywords, determine the Appropriate bids for each of the keywords, and monitor and measure the results.

### 2.7.2 Behavioral Advertising

To better understand this term it is necessary to first answer the following question: What is behavioral targeting? Well, quite simply, it is advertising to Web users based on their previous behavior or activity on the Web. It is the process of identifying potential customers based on the searches they have done, sites they have visited, and specific actions they have taken, and then serving them an appropriate ad at the optimal time.

The more Desigual knows about present and potential customers, the better we are able to market to them.

Things such as behavioral targeting technologies monitor and track the sites visited, the content read, and the actions taken by individuals on the Web. This is done anonymously— meaning they don’t collect personally identifiable information like name, address, e-mail address, or telephone number. It is done by

way of cookies that are installed on the surfer's computer as he or she views ads from online advertising networks. The surfer's actions are then tracked and stored in the Desigual database— things like Web sites visited, how long he or she stayed on specific content pages, etc. The data-based information is then analyzed and used to predict future behavior based on past experience of others in the database. Behavioral ad networks then serve targeted advertising to those individuals whenever they visit a site that is served ads by their network.

### 2.7.3 Increase in users utilizing Social Networks

It was revealed in Spain's Society Information report from 2012 that there has been a rapid increase in users utilizing social networks, more than 10% since 2011 and that it's main motive is to stay connected with their environments. Its obvious in this case that Spanish society seeks to interact and express what they think and feel. The increase of users shows this need and I believe this is exactly what is attempted by this marketing proposal. It will allow for people to participate and express their surroundings through an uneven world, a Desigual world.

Spanish companies are the ones that use social networks the most in comparison to the rest of Europe

Companies that provide digital marketing in Europe have made studies about social networks and email in Europe. Such investigations have led to observe how much do companies utilize digital media, email and social networks and analyze what type of interaction does that have with the general audience.

The conclusions of the study reveal that Spain is the top European country to utilize social networks and digital media; 51% of all Spanish based companies utilize social networks for marketing and communication. After Spain, follows United Kingdom, Holland and Germany, respectively.

“According to the results, about 60% of European businesses open up a profile in a social network and about 50% say they trust such communication channels to promote their products/services and increase their sales or attract potential clients.” (Spanish Society Information Report, 2012)



FIGURE 5. Social Media Icons (www.forbes.com, 2009)

#### 2.7.4 Changes in purchasing behavior because of the crisis

When the wallet suffers, so does stridency and ostentation. People tend to look for basic, average clothes and reutilizing the same clothes over a longer period of time.

According to INE (Spanish Statistic Institute), each home in Spain has destined 1.763 euros for the purchasing of clothes and shoes, about 15% less than 3 years ago.

Experts also agree to talk about reutilizing clothes over a longer period of time, change to second hand stores or just “go green” and wear clothes that are more environmental friendly.

It’s important to point out that with a “tighter” budget, impulsive purchasing also reduces. People look for clothes that can be used throughout all seasons of the year and this is how “big brands” survive. Besides, that environment of uncertainty does not allow for extravagant purchasing. This is how Desigual needs to propose new actions that involve recycling of their sales to its costumers.

## 2.8 Affiliate Marketing

Affiliate marketing started very early in the game.

One of the first, Amazon.com, introduced its affiliate program in 1996. Today Amazon has over 1 million affiliates worldwide promoting their products and sending Amazon interested, warm, potential customers; and this was even before the existence of Social Networks.

This is exactly the same model that Desigual needs to follow and seeks to be implemented throughout this proposal.

In order to achieve this, Desigual needs to do the following:

1. A person, company, or organization joins Desigual’s affiliate program and becomes an Associate.
2. The Associate sends traffic to [www.Desigual.com](http://www.Desigual.com) through specially formatted links that allow Desigual to track sales and other actions.
3. Associates earn referral fees on all sales made as a result of their links.

In the beginning of this strategy, affiliate programs had fairly sophisticated technology but relatively unsophisticated implementation; referrals were generally made through banner ad type links. The cost to implement these affiliate programs was a significant investment for a business. “Today, specially with the

introduction of social networks things are very different in the affiliate marketing world. No longer are the links provided through banner ad type buttons on the affiliate's site or social network. Today affiliate marketing can be done through signature files, e-mails, auto responder replies, help files, software products, games, viral marketing, java applets, demos, ftp sites, active-x controls, Flash, e-zine articles, blogs, RSS feeds, and e-books. No longer is the focus on mass affiliation" (Sweeney, Susan; MacLellan, Andy; Dorey, 2007, pg. 50)

Instead, Desigual should focus is on quality rather than quantity. Desigual needs to focus on the active affiliates and social networks providing them with much more personalized service.

## 2.9 Playful Methodology (360° communication)

One could say that a 'playful' research methodology exploits this 'precarity' (Butler, 2005) of intercultural spaces – the non-verbal, fictional and unpredictable elements – for creative, collective 'acts of making'.

This methodology is characterized by being a personal satisfaction medium through sharing with others. This is how I plan to integrate the fun aspect in this marketing campaign in order to generate a better link with the brand and motivate participation.

The creation of a world that is fun, colorful, extravagant and uneven; this are all elements of the brand. "The new, colorful and fun is a pedagogical procedure and of personal apprehension to playful methodology, in pedagogy it generates spaces and time that provoke interactions"(Motta 2004).

This position of research as an act of creative production rather than an act of collecting or extracting a 'slice of reality' (where 'truth' can be named by the researcher) evolves from a view on culture and intercultural learning that is rooted in relationships and thus difficult to categorize into an abstract and fixed academic 'stranger' or 'strangeness' knowledge (Ahmed, 2000). Culture, instead of being a fixed and reliable entity, one that adheres to borders, books and predictable ways

of doing things, is seen as a highly performative construct (Phipps & Gonzalez, 2004)

Playful methodology moves into these unpredictable spaces and doesn't consider intercultural precarity as a 'lack' or 'problem' that needs fixing, so that we can continue a more sober, academic discourse about intercultural experience. It regards precarity as 'potentiality' – an opportunity for collective creation, exploration, personal and collective learning. And that is where the research meets pedagogy/theory.

“By writing creatively or positioning your body into the visual structures of an improvisational theatre exercise doesn't require you to necessarily supply me with an 'accurate', 'coherent' or even 'realistic' account of yourself, so that I – the intercultural researcher – may later sit down and analyze your given account in equally, academically accurate ways.” (Dr. Katja Frimberger, 2013)

In my particular research context this meant using a range of arts-based methods, such as alternative marketing strategies and creative writing, that fostered what Lockford and Pelias call “bodily poeticizing”.

### 3 CASE STUDY

#### Desigual market

##### Desigual Customers:

They are not only the optimistic or the positive people. It's the average person that is not always in a good mood, but that in a given moment, does, think or say things that amuse us. Is anyone that when smiling, when whistling while walking down the street, when rather gives a hug instead of giving a hand shake. Are the ones that while driving their car, play their favorite song and start singing it out loud not thinking who is looking at them.

##### Desigual prescribers:

Desigual needs to organize and capture personalities that are related to the brand. People that are relevant in their common interests: music, theater and TV, etc. Sometimes people that are well recognized / respected in a single community or the same guild. Other people with a more global reach. But it cannot be people that tell others how to dress. They have to be people that love Desigual, not just for the clothes they make, but also because of what the brand wants to tell and the relationship they have with it.

##### Desigual friends:

Are the fans, the unconditional ones; the ones that need Desigual in order to live. And are the ones that can help Desigual to get its message across. From mouth to ear, every time they proudly wear a Desigual product. Every time they comment about one of its campaigns. They have given their personal data, they have given their permission so Desigual can reach them whenever they desire, since they are constantly waiting for the brand's new seasons. They know that Desigual can make their lives more fun. These are the ones that the company needs to look after and make them feel special, its more than 500.000 friends on Facebook, all of these and more are the members of Desigual' loyalty program.

##### Desigual workers:

Desigual conspires to encourage their employees more and more. Fun & Profit needs to be taken to its maximum. Working for Desigual is the best thing that

could ever happen to a Homo sapiens. Desigual is a business with a tremendous growth and there are many new employees that are constantly entering to work in the company.

Desigual needs to ensure that the connection that unites them to the final customer is constantly transferring proper information between them and the brand. And above all things must be capable of making his/her life more fun. Employees will return it multiplied by one million; this type of energy is what will make a difference.

Competition:

Since it is such a different brand, it doesn't really have a strong direct competition.

In Barcelona, there's a brand that could be a direct competition because of the resemblance in their designs and the other elements utilized to fabricate their products. This is the reason why the brand has had legal problems already; in 2008 Custo Barcelona sued Desigual for plagiarism.

Indirectly, Desigual has a very strong competition with all the brands in Spain, such as: Zara, Bershka, Stradivarius, Pull and Bear, Mango among others. They are indirect competition because nowadays, the country's crisis has resulted in fewer purchases from people and these brands possess clothes that are more common, going unnoticed by the people who wear them, which is not the case when someone wears clothes from Desigual.

Environment:

The economical crisis has deteriorated since 2008 in the Spanish economy; its consequences have extended even to political and social levels. It has generated unemployment, poverty levels have risen and there's been a lot of downsizing in the health and education areas. This has generated social movements and several street protests in the main cities.

Bad news flood communication media and therefore there is an environment of stress and negativity among its citizens. However, it seems that for Desigual, the crisis is just a headline in the newspapers; their sales have even risen throughout the years, positioning itself as a solid company.



## 4 RESULTS AND ANALYSIS OF THE SURVEY

In this chapter, the online survey that was sent to current and potential customers of Desigual is analyzed question by question. Different figures are used to provide a visual perspective in order for the reader to better analyze the results.

### 4.1 Segmentation of the main findings of the online survey

First, a deep secondary investigation was carried out through the development of online interviews. The interviews were sent individually through Facebook and email.

The selected sample was 372 people, they had one common characteristic: They were all Spanish residents. The range of the people interviewed was between 18 and 70 years old where 58% represents the total in women and 42% represents the total in men.

The empirical study of this research is based on interviews with the employees/staff members and this online survey that was presented to current and potential customers of Desigual.

The market research was determined based on the following objective:

To measure the current positioning in Spain and determine options for the target audience in respect to the brand.

These are the charts, graphs & figures of the survey's results in respective order:

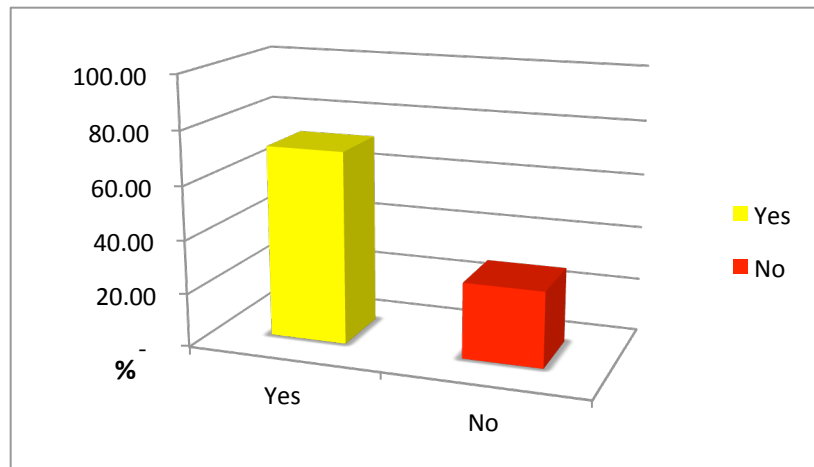


FIGURE 6. Do you know the brand Desigual? n = 372

The number of people answering the online survey was in total 372, all Spanish residents and scattered all across Spain.

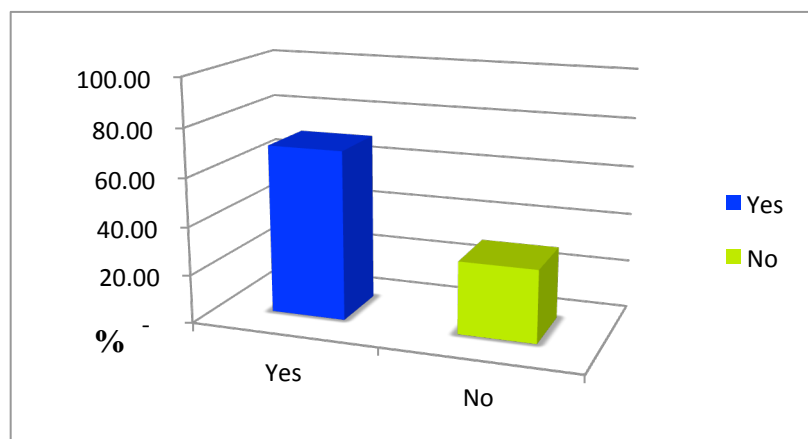


FIGURE 7. Do you buy in Desigual? n = 267

One of the most important questions for this proposal was about Desigual's marketing campaigns. Most people that were surveyed didn't know about their previous nor existing campaigns. This was a red flag and set the path for further investigation as to why and what can be changed in future campaigns in order to obtain a better positioning in the market.

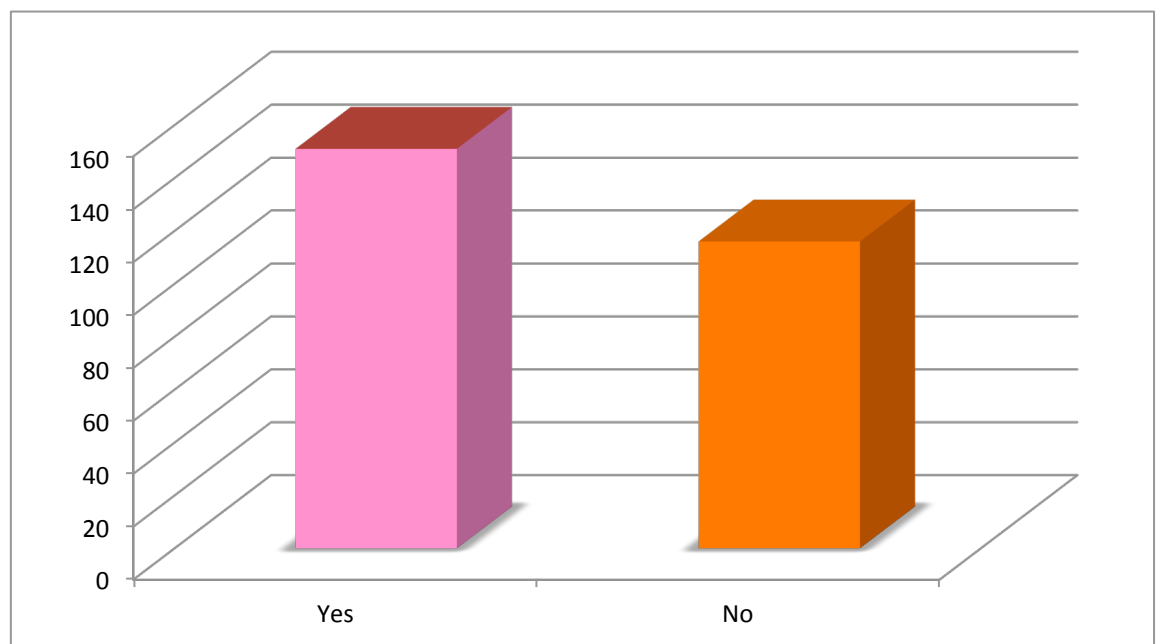


FIGURE 8. Do you know the current marketing campaign from Desigual? n = 267

The people that did know some of Desigual's marketing campaigns could name them as well as remembering around the time span when they were launched. This can be seen in Figure 8.

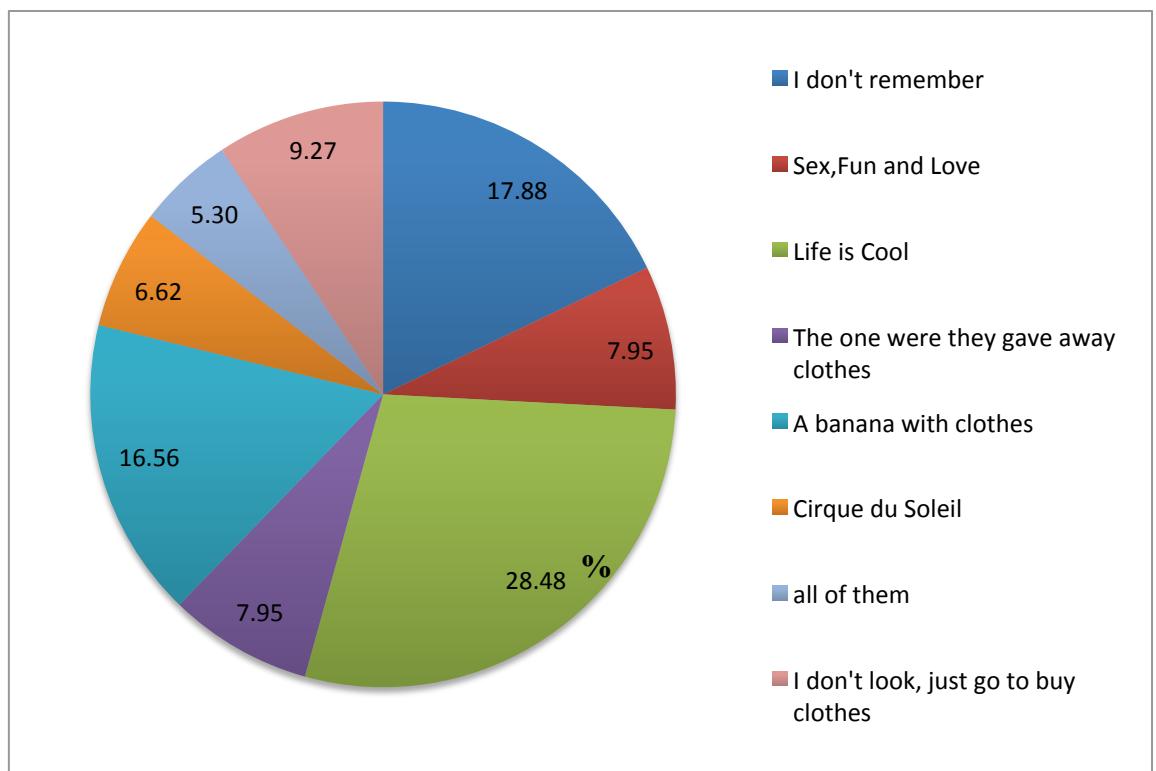


FIGURE 9. Which is the marketing campaign that has impacted you the most from Desigual? n = 151

Internet has also played a very important role in the research of this proposal mainly due to the findings in the survey. Social networks play a very important part in people's lives (specially in Spain) were more than 90% of the surveyed people are involved in some type of social network everyday.

This is why it is imperative for Desigual to understand the power of social media as we can see in the following answers to the survey in Figures 9 & Figure 10.

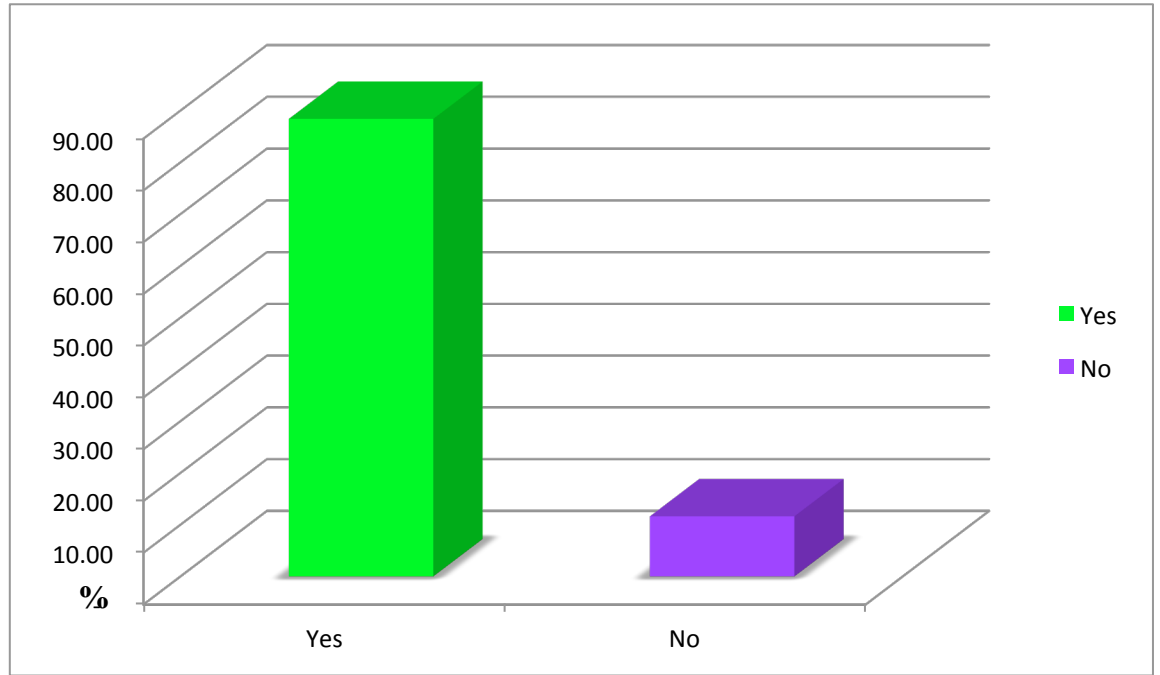


FIGURE 10. Do you follow Desigual in any social network? n = 267

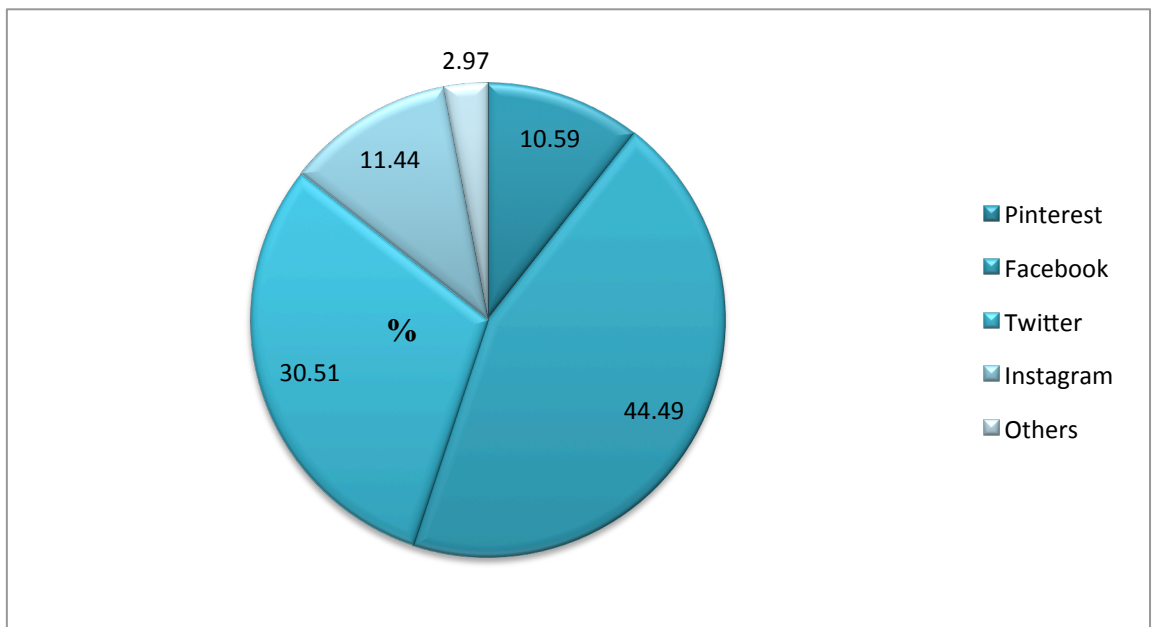


FIGURE 11. Please select which social network you use to follow Desigual: n = 236

Another important aspect of this proposal came through the findings of questions such as events and what do people identify Desigual with.

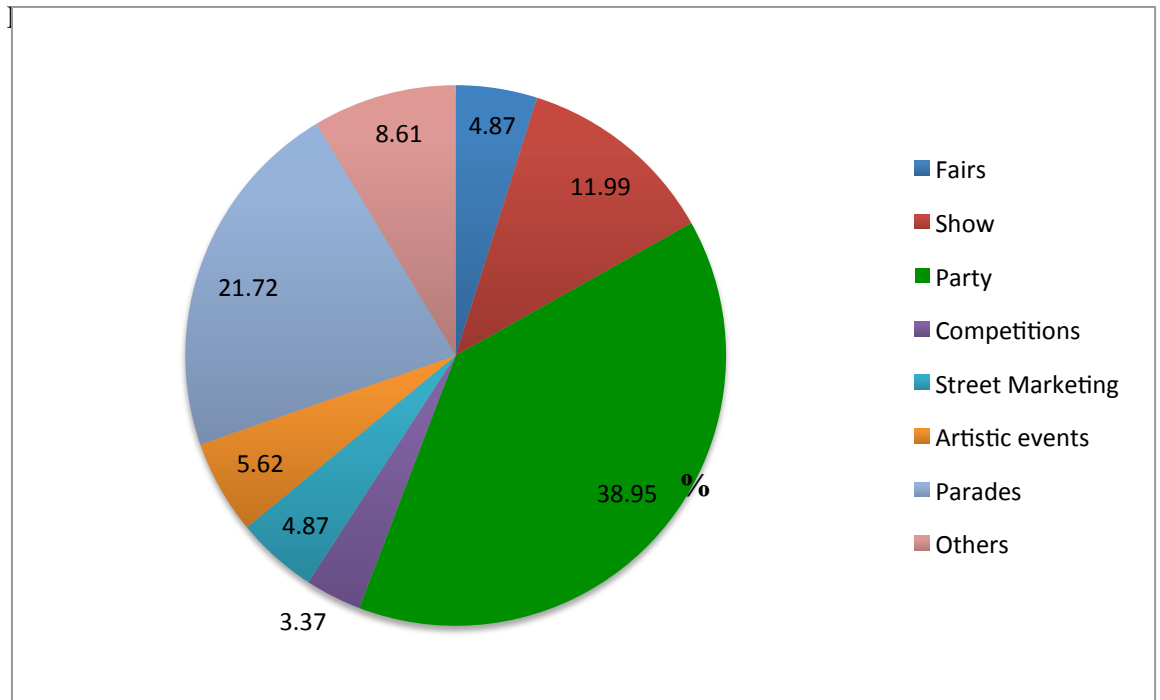


FIGURE 12. Which type of events to you identify Desigual with? n= 267

Most people Identify Desigual with party, street marketing and shows; this is very good news for the brand since that is there whole point to get across.

The 360° marketing strategy also focuses on efforts to promote exotic and new campaigns where this three main aspects will be exploited, allowing for growth and better positioning all over Spain.

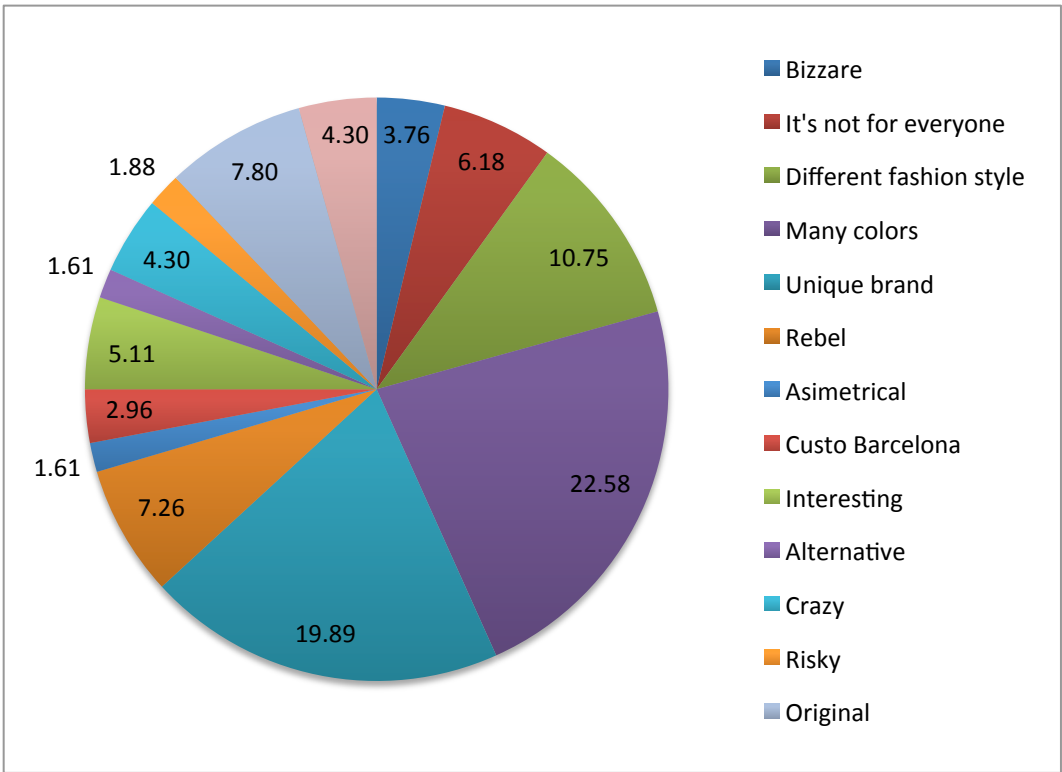


FIGURE 13. What is the first thing that comes to your mind when you think about Desigual? n = 372

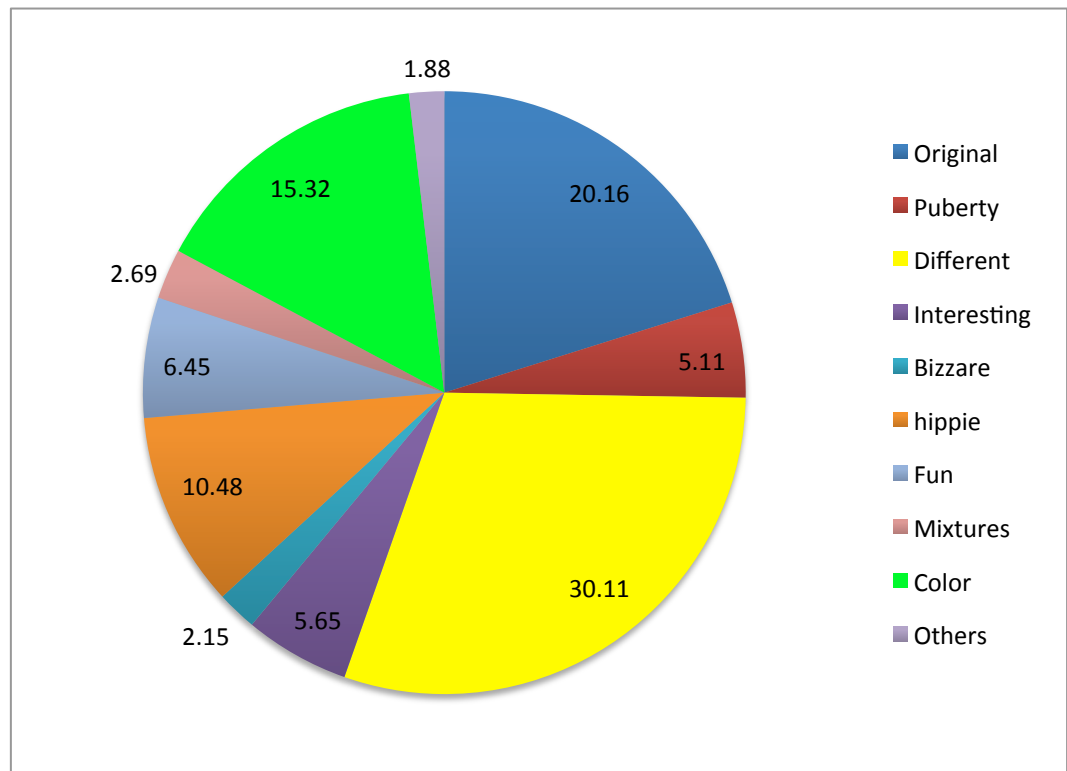


FIGURE 14. Describe "Desigual" in one word. n = 372

General findings from the Survey:

- \* The public associates the brand Desigual as a different/unique brand.
- \* Desigual must continue to propose clothes and marketing strategies different from the competition.
- \* Desigual must propose communication strategies that promote not only the slogan but also the different campaigns that are being developed through-out the year, for though people know the brand, sometimes they don't know the overtone of each campaign.
- \* People that buy from Desigual is because they already know the brand, and I don't see a clear strategy that is able to capture the attention of new clients.



### Investigation's Conclusions:

- \* The brand needs to be more clear in its communication to the target audience since the motto is not positioned in people's minds, people associate the brand with words like, different, unique, colors, etc. but don't associate the brand's motto.
- \* People associate the motto "Life is cool" as a campaign and not as a motto.
- \* It is necessary to start utilizing social networks in order to generate more visits in the webpage.
- \* The brand has many unutilized promotional material in social networks that is just not known by actual nor potential clients, which could be useful in the webpage.
- \* When people are asked, what events do you associate with the brand? The answer is coherent with what the brand wants to project.
- \* People find that the brand is fun because of all the colors in the clothes.
- \* In Spain, despite of the national crisis, a party and happy environment is always there throughout the year, which is why Desigual seeks to find the positive in a chaotic world, using extravagant, magical and colorful clothes.

The results of this investigation were the factors that determined the line to follow for the creation and planning of a 360° marketing strategy proposal.

## 5 PROPOSAL - ANALYSIS

### Strategy

Create a Desigual (uneven) world: magical, positive and extravagant, the essence of “Life is Cool”. It will be a spectacle to live and experiment. A surprising and uneven world because it promotes the participation, raising a positive feeling facing adversity.

### Why a Desigual (Uneven) World?

The creation of a world that is magical, fun, positive and extravagant are elements that create an exhibition that are part of the brand and the motto “Life is Cool”. “Being playful is a pedagogical and apprehension procedure, meaning knowledge anchorage for itself” (Motta 2004); this is how the motto and other elements will be associated with Desigual.

### Why an exhibition?

How could it be done?

### Why promoting expression and being positive?

There will be elements of fun and artistic exhibitions, which will allow the clients to experience “Life is Beautiful” as a foreground.

The playful-exhibition methodology generates spaces and time that induce interaction and experiences.

This methodology characterizes itself by being a means of satisfaction to people because it allows sharing with others and their environment.

By being positive, because a Desigual (Uneven) world is a different world, an optimistic world. Therefore, a positive feeling will arise among the national crisis

facing Spain. It is about creating an emotional connection between the motto “Life is Cool” and people’s life styles, which will lead them to an expression!

The strategy, in this sense will culminate by positioning “Life is Cool” in the target audience. The plurality of comments that will be received will enrich and support the identity of the brand. “If you dare to bring out the best of you, life will smile back at you”

Brand Idea:

Life is Cool

Communication tone:

By being inspirational, positive, daring, fun, emotional, experimental and modern.

With the communication of the 360° plan, it is expected that Desigual is positioned in people’s minds with the phrase “Life is Cool”, achieving that the brand and the brand idea are both associated. And demonstrating that above all, we can always look at the positive side of things.

Desired Positioning - 360° Plan :

The 360° campaign consists in utilizing all the communication channels in order to transmit a message to the public in a global way. A campaign will be developed with the objective of fulfilling the elements of the strategy; it will integrate “Above the Line” (ATL) and Below the Line (BTL) media as well as specific public relation actions in an internal and external level.

This 360° campaign will be divided in three phases:

PHASE I: Expectation-Creation of a Desigual world: Magical, fun and extravagant.

It will initiate will the creation of the Desigual world by placing exhibition elements like for example: balloons, smiles, music, masks, costumes and colorful

lights.

It is about a phase that seeks to generate expectations; therefore, the content will be brief but sticking. First, it is intended to utilize the letters from “Life is Cool”, randomly, in a different order without them making sense. They will be accompanied by phrases and the mentioned elements. They will be a key aspect so that there is a conductive thread between the first phrase and the rest.

The idea will consist in calling attention so that, in the end of this campaign, people can associate the phrase “Life is Cool” with the brand Desigual, being finally constructed as a whole inside the target audience.

PHASE II: The Desigual (Uneven) world: Life is beautiful for everyone, a positive posture.

The main purpose is to generate activities that allow the target audience to know the meaning of “Life is Cool”. The Desigual (Uneven) world is a magical world, fun and filled with positivism, this is the essence of the motto “Life is Cool”. To witness the Desigual (Uneven) world is to live an exhibition and/or experience.

Also during this phase, it will be attempted to create a simile between the spectacular and the everyday of the people. There are positive situations in the lives of everyone. The positive, meaning the “Coolness of Life”, as a concept it is different for each person. The diversity of situations that allow the concept of “Life is Cool” will be highlighted, making it plural and adaptable to everyone.

Like wise, opinion leaders and celebrities will be utilized to express how life is beautiful to them so that everyday stories are applied with the same purposes. This will allow transmitting that even through difficulties and adverse situations, “Life is Cool”. It’s about every person doing the best they can and therefore life will smile back at them.

PHASE III: Building the concept: “Life is Cool” by the people.

After transmitting the meaning and the concept of “Life is cool” by the brand Desigual in phase II, now the focus is for every person to interpret the phrase in their own way and expresses its meaning to the rest of the world.

In this case, expression space in digital and physical form will be provided so that the audience can share and give their opinion about the good things in life throughout their every day.

That’s how all the comment plurality that is received will enrich and support the brand’s identity. The target is for people to dare to express their best.

It is important to mention that it will be in this stage were the Desigual (Uneven) world will turn into everybody’s world and positive thinking will be awakened in front of the economical crisis facing Spain. People will grasp the concept and the concept “Life is Cool” to then express it in their own way through the Desigual clothes that they were.

## 5.1 PHASE I: Expectation-Creation of a Desigual world: Magical, fun and extravagant.

### 5.1.1 First Stage:

Expectation – Creation of a Desigual (Uneven) world: Magical, fun and extravagant.

In order to create expectation from the magical Desigual world, some words of the phrase “Life is Cool” will be utilized, randomly, without them making sense at first. They will be accompanied by phrases and elements in a creative way. Then shortly after that, the full constructed phrase and the Desigual Logo will appear.

ATL - Above the line

This traditional media is still considered important since they have a fundamental weight in achieving a campaign's success.

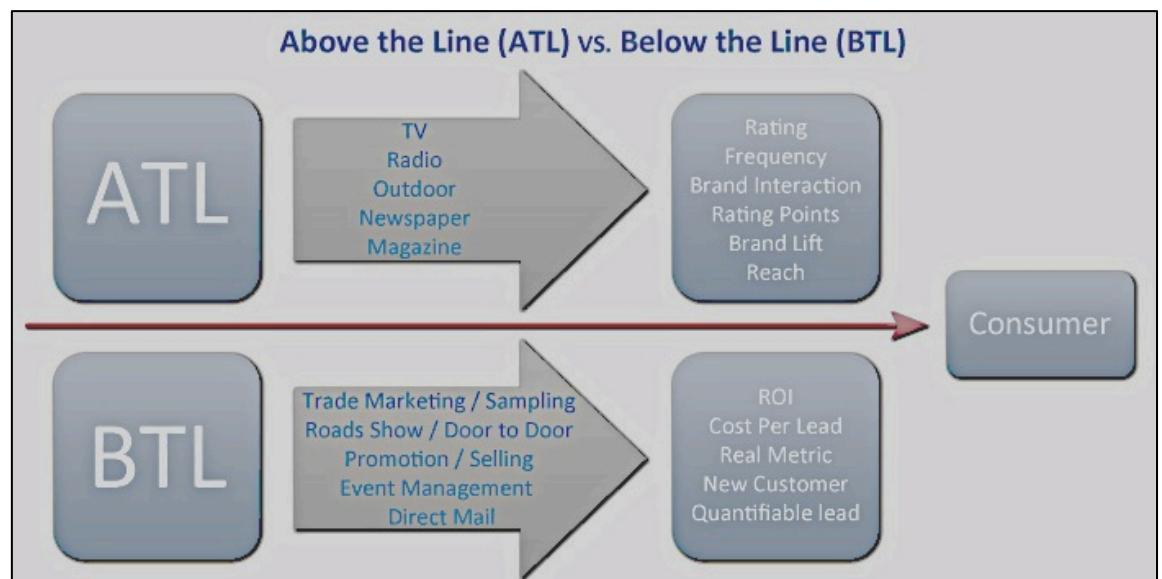


FIGURE 15. Above the Line Vs. Below the Line Media

(beckypoynorlcmmedia.blogspot.fi, 2011)

Printed media:

Written press/articles and specialized magazines: Mainly through the art design of a whole page, it will have a black background, where the top left corner will read "A magical world", "A spectacle that you cannot miss". In the bottom, there will be four circus stages with a letter on top of each one: These letters will be designed with circus font basing themselves with the colors from the brand Designal. There will be 4 lights on top of the letters to provide lighting for each one.

## Radio

It is important to seek for radio presence in the afternoons in the following Spanish radio networks: Los 40 principales, europa fm, Cadena 100 y Cadena Cope; being that these are the most popular ones.

## Television

Television is still the most influential media nowadays and it is still generating huge impact in society and purchasing behavior. A commercial or clip will be developed as follows:

There will be a sudden black flash, and you will hear in the background “A magical world, a spectacle that you cannot miss”, then four lights will appear illuminating the four random circus-type font letters of “Life is Cool” and Desigual “L”, “U”, “D” y “A”. There will be a total of 3 clips with different combinations and the last clip will have to full phrase constructed in order.

Each one of this clips will appear during the broadcasting of prime time shows in television networks such as: TVE 1, TVE 2, ANTENA 3, TELE 5, LA SEXTA Y CUATRO.

### 5.1.2 Second Stage:

A Desigual (Uneven) world: “Life is Cool” for everyone, a positive attitude.

The second stage will be divided in four parts. These ideas will be transmitted in the following media: Written press, specialized magazines and television. The radio and Spotify will be used in the second, third and fourth stages.

The designs and audiovisual elements will be positive, festive, happy and daring. The scenography will represent carnivals, parades and shows. Additionally, the phrase “Life is Cool” will be added to the same graphy that will be utilized in the first phrase.

The people that will appear in the ads will be either enjoying the music, dancing, laughing or performing an artistic show, dressed with Desigual clothing, extravagant make-up and costumes.

There will be a forefront of the people that appeared in the first commercials, where their positive gestures are highlighted: smile, dance, love gestures and fun. Additionally, there will be times where celebrities will appear in a happy environment expressing what “Life is Cool” means to them. They will be surrounded by an environment that is festive, happy and extravagant, just like the Desigual (Uneven) world is.

#### 5.1.3 Third Stage – T.V. Commercial / Advertisement

The average person will appear in the street, in the metro or even in their homes; in exactly the same posture that they appeared in the second stage.

These ads will be accompanied by the phrase “Life is Cool”... “For everyone, if you dare to bring out the best of you, life will smile back at you”.

Additionally, people will speak about all the cool/beautiful things that surround them in their normal day to day. It will be a way to say that “Life is Cool” in the daily life of each person.

#### 5.1.4 Fourth Stage - T.V. Commercial / Advertisement

A story will be told about a fictional person facing trouble but despite that there is always something throughout the day that makes life cool.

It will be average people dressed or not with Desigual clothing and they will express what the phrase means to them. These ads will be accompanied by the phrase in the third stage “Life is Cool”... “For everyone, if you dare to bring out the best of you, life will smile back at you”. The posture will have similarities with the third one, but it will also be foreground and a positive element will be highlighted.



These ads will appear in the following newspapers: EL Pais, Diario ABC, La Vanguardia, El Mundo, 20 Minutos, Diario Publico, among others. And in magazines: ELLE, Vogue, Cosmopolitan, MIA, Glamour and Woman.

5.2 PHASE II: The Desigual (Uneven) world: Life is beautiful for everyone, a positive posture.

Testimonies of people and celebrities will appear in the cinema, magazines, radio, newspapers and television expressing what they think about “Life is Cool”.

Additionally, it will be called for people to express their opinions in social networks as well as other new expression spaces that Desigual will generate so that people can share positive elements of their daily lives.

In the cinema and other media, there will be some real life testimonies about adverse situations and how can positive elements be found in everyone’s lives.

People’s participation will also be encouraged for in these types of promotion.

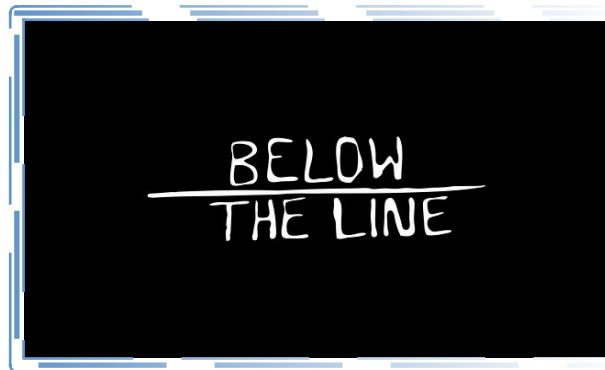


Figure 16. Below the line (<http://blog.olsengroup.net/>)

BTL Below the Line

5.2.1 First Stage: Expectation-Creation of a Desigual (Uneven) world: Magical, fun and extravagant.

It is known that the best advertising media and also the ones that support an advertising campaign are called “exterior media”, because they are situated everywhere and is always in people’s reach. The following printed matter will be

utilized with the same art as the as the written ads: Flyers, banners, posters, signs and billboards.

5.2.2 Second Stage: The world of DESIGUAL: “Life is Cool” for everyone, a positive attitude.

There will be a giant screen somewhere in the busiest part of major Spanish cities, there will be fashion advisors that will help the clients or potential clients to pick the proper clothes for themselves, showing them that Desigual is a brand that adapts to any life style. The visitors will be transported to a magical world, colorful, fun and Uneven. A happy world will be projected through the giant screen where customers will be able to try the brand’s clothes on. The soundtrack that will accompany the experience will be a jingle from the song “Beautiful World” by the band COLDPLAY.

The intention of this activity is to promote actual and potential clients to go to the stores.

#### Billboards

The same designs from the second’s stage ATL graphic media will be shown in these prints.

The webpage will be re-structured and there will be mini-clips with the “looks” proposed by renowned fashion professionals, and when you “click” on the outfit it will be disaggregated into each item’s price. The background will be fun, colorful and extravagant. Additionally, the phrase “Life is Cool” will be in a way so it is displayed in all the website’s pages. In this sense, it will be a channel to transmit the world of Desigual.

#### Social Networks

The use of social networks is part of the every-day life nowadays, and it is because it is through this media that people are able to express themselves freely behind a computer, cellphone or tablet, whether it is with their real name or a nickname to show their feelings, which are the ones that gives marketers the data needed to anticipate purchase behavior as well as generating more

empathy/affinity with our potential customers or followers allowing for a more direct communication and marketing. The most important aspect to look for in social networks is the pollination about Desigual with photographs, positive and extravagant words.

### 5.3 PHASE III: Building the concept: “Life is Cool” by the people.

#### 5.3.1 Giant billboards and Posters

The same designs from the third’s stage ATL graphic media will be shown in these prints: With a calling to participate.

#### 5.3.2 Mobile-phone App

It will be an innovative App approach; it will consist in shaking the mobile phone when a Desigual commercial shows up on TV, when doing so people will receive challenges from the competition “Be a part of the Desigual Spectacle”, which will include activities such as: “Come to a Desigual store with an extravagant costume or make-up”, “Put all your friends together and show us what all of you think that life is beautiful is all about” etc. The participant will have a maximum of a couple of hours to fulfill the challenges and win a Desigual outfit in season that is advertised in the commercial. It will be a fun way to provide a different experience in a Desigual style.

A proper use of these mobile apps will generate more views in the webpage and a higher flow of people in the stores since the promotion of this competition is through social networks and the webpage. Finally, people will be required to upload their experience and say why is life beautiful to them.

#### 5.3.3 Social Networks

Facebook and Instagram: The objective is that people express what “Life is Cool”

means to these social networks. The idea will consist in uploading an image that represents the meaning of the motto for them. The people who upload the photo must be fans or followers of the brand in the social network. The webpage will also show all the photos in a collage.

Twitter: In this case, motivational “twits” will be exploited to create closer ties between the brand and its followers, showing them that “Life is Cool” despite of all adversity and showing the best of themselves expressing it through the hashtag #Lifeiscool.

#### 5.3.4 Public Relations

It is about creating a Desigual world: Fun, colorful and magical where every person can manage to experiment and express what the phrase means to them. The main focus is to achieve notoriety through the activities and interactive events of Spain’s most important cities. It is also necessary to have the media’s support by sending code messages with the concept “Life is Cool” as a posture to the country’s crisis.

According to the Cluetrain Manifesto, it is imperative to have a better communication and empathy towards the public, it is necessary to be less institutional and more relaxed, “smile once in a while”, showing the company’s feelings will humanize the relationship.

The big possibility that communication media provides the interaction with people, know their feelings and ideas, surrounded by an uneven world; will bring great input to the brand.

#### 5.4 Internal audience

This are the ones that are most important to the campaign, since it is the most important part of the business and work everyday in the projects. It is important for these reasons that the organizational environment is good and that they have a positive concept of the brand, since it is one of the values that Desigual wants to transmit.

#### 5.4.1 Fashion Courses

The proposal is to train the employees from all Desigual shops to be “personal shopper”. It will be an activity that will motivate them since a fashion expert will be the teaching it. This way the sales personnel in the shops will be better prepared to serve the customers and will also be satisfied by acquiring more knowledge.

The personal shopper training will help to impart knowledge to the employees that will allow them to advise the clients in how to combine clothes and colors, according to their body shape, skin tone, etc. The other purpose of training the personnel is to make them feel closer and feel a part of the magical world of Desigual and the concept “Life is Cool”.

#### 5.4.2 Game Room

The idea is to create space for amusement and relaxation in the main offices of Desigual. It is possible to create a game area; there will messages that will be sent through the intranet in order to generate expectation days prior to the opening day. The phrase that could accompany this new interaction would be “Now, the days will be different... you will be surprised”.

The game room will be opened up for the employees; it will have Ping-Pong tables, video games, etc. The launching day will be special; there will be a brunch to show the employees this new space and also to share the message that Desigual also has for its employees: Positive, fun and extravagant. The decoration for this event will be the same as the ATL and BTL.

#### 5.4.3 News board

There will be a news board in the main offices that will say “Tell us something cool about your life”. Every employee will be able to write or place any good news that will like to share with others. The beginning of this format will be “Today my day is cool because...” This is where people can phrases like:

“...because my birthday is in 2 days and family is coming to visit”, etc. There will also be all kinds of material, colors and paint right next to the board so that people can be creative about what they write.

#### 5.4.4 Desigual family day

The purpose of this is to have a day for family reunions; the objective is to have a day dedicated to the employees and their families. It will be a celebration that will be put together similar to a fair where there will be games for all the family, balloons, cotton candy, clowns and artistic shows. This celebration will be to a national level, in the main cities of Spain. This event will be in Port Aventura (Theme park) and therefore Desigual will provide the transportation. Employees will have to meet in a central spot that is an easy access for everyone.

### 5.5 Internal Audience - Stages

#### 5.5.1. Stage 1. Campaign Launching

This is where the official launching of “Life is Cool” starts. The first to do will be to place giant letters in different parts of the city, and when combined they will read, “Life is Cool”.

This activity will be in all the major Spanish cities (Madrid, Barcelona, Sevilla, Zaragoza and Valencia). Initially, the letters will be in the top locations of each city and the fact that they will be without any promotion or other advertisement is going to intrigue the people that pass through these places. This activity will arise more and more questions and in this way attract more media attention; everyone will like to know what these letters mean and what is this all about.

#### 5.5.2 Stage 2. Brand Launching

This event will be exclusive for communication media. There will be a press release in this event where the media will be told what “Life is Cool” is for

Desigual as well as letting them know about the campaign that will be going around for the next two years. The event will be a cocktail party in the Show Room store in Barcelona; the store's decoration will be different, simulating a magical world filled with color and fun.

A key chain will be given to everyone so they can write their own meaning of "Life is Cool" and they can carry it around with them wherever they go.

### 5.5.3 Stage 3. Clipping

Clip Counting or clipping is the simplest form of Press Release measurement. It's nothing more than counting all the editorial coverage (news items, feature stories, guest editorials, reviews, roundup stories, buyer's guides, etc.) that will mention Desigual. This coverage includes print media, radio, television, web sites and social media.

Desigual needs to understand that forwarding clips to management has two major psychological benefits. The first benefit is ego gratification: managers usually love to see their companies (and especially themselves) mentioned in prestigious newspapers and magazines and on radio and television.

The second benefit is immediacy: if your company is mentioned positively in an article, management usually enjoys seeing the coverage right away. It is important to know that through this marketing campaign, even a positive article can dilute the impact of this marketing program if it emphasizes strengths that are not part of the key message, which in this case is only "Life is Cool". There has to be a follow-up to all the different communication media that assisted the event. The press kit will be sent to the ones that could not come to the launch in order to guarantee a great coverage in the news and general media. Clipping will be utilized to analyze and measure the results.

### 5.5.4. Stage 4. News Conference

The event will take place in Madrid and Barcelona, we will create a space inspired in the circus world, to which people will enter through a red carpet guiding the

people to the middle of the big tent. Inside the tent standing in the middle, a big tall letter, a stage for the brand's spokesmen and surrounding the letter, chairs for all the journalists. The tent will be filled with people doing juggling and other stunts; it will be a whole magical spectacle. There will be balloons, masks, cotton candy and popcorn given all together with the press kits.

The press kits will have the release with all the campaign information (location of the letters), a picture cd and the brand's souvenir. After the news conference, the journalists will be invited to write down on the big letter what do "Life is Cool" means to them.

Our objective is for the news to be Uneven, positive and optimistic. The world of "Life is Cool", which is also the brand's motto, is fun, magical and extravagant, far away from gray conventional tones. Positive elements attract positive things. It is about enjoying together the day-to-day life with the spectacular.

## 5.6 External Audience - Stages

### 5.6.1 Stage 1. Launching

The giant letters all around the cities that will be utilized for the campaign's launching to the communication media will also generate expectation by our target audience.

This activity will take place in Spain's main cities (Madrid, Barcelona, Sevilla, Zaragoza y Valencia). Initially, the letters will be in the busiest parts of these cities without any promotion or additional advertising. The whole objective of this activity is to generate expectation.

### 5.6.2 Stage 2. Fashion Show

Desigual Runway "Be a model for one day-your, only requirement: be DESIGUAL"



There will be a fashion runway in the main square's, parks or busiest places of the chosen cities. People who have at least one Desigual garment will be able to participate by signing up in the webpage, where they will find the terms and conditions of the event. There will be a music show and the participants will receive make-up by professionals. There will be all kinds of activities during this event, people dancing and painting and taking pictures; there will also be free popcorn, cotton sugar candy and balloons, etc.

The promotion of this event will be throughout the brands' social network pages, Spotify and media management mentioned before.

### 5.6.3 Stage 3. Social Networks

Everyone that writes on the giant letters will be encouraged to take a picture of their comment and post it on social networks (Instagram, Facebook, Twitter, Pinterest) and tag Desigual.

There will be a new link in the webpage to Desigual radio, this will be a new space where people can enter and listen to music, campaign's spots and people could also speak about other topic of interest like sex, hobbies, music, love, etc. The listeners will be able to interact through a forum that will be in the Desigual webpage and will be able to ask questions to the guest in the radio show.

## 5.7 Campaign closing

### 5.7.1 Giant Letters

After the news conference, the same space will be opened to the general audience so they can have the same experience as the media did and also be able to express what "Life is Cool" means to them by writing it in the giant letter.

People will be given flyers and other promotional material as they walk inside, this will have information about the campaign including the location of the other

giant letters. The idea of this activity is to reinforce the concept of the phrase “Life is Cool” and at the same time for the target audience to be motivated to express their inputs about the motto. There will also be promotion in the social networks telling people where the giant letters are. In the other letters (which will be all over the city) there will be jugglers calling the attention of the people that walk by the letters; there will also be promoters with markers encouraging the people to write on the letters. The letters will be in these places for 2 months. After that time, the letters will be gathered together to form the phrase “Life is Cool” and it will be placed in a strategic place on each city.

#### 5.7.2 Competition: Success Stories

An invitation will be sent out to people, organizations, schools, universities and institutions so they can express that despite difficult situations, it is possible to have a positive attitude. This could be expressed through a 3-minute video, designs and paintings or written stories.

It will be a way to have everyone express how they experiment “Life is Cool” in their own way. Desigual will then collect the stories and spread them around communication media, social networks and webpage. The first ones that receive the most “likes” will receive prizes:

First place: €10,000

Second place: €5,000

Third place: € 2,000

The competition will seek to create alliances with these city’s municipalities. The idea is for the governmental institutions, civil organizations and people in general spread positive actions towards the rest of the population.

The price ceremony will be broadcasted and all communication media will be invited to see the final proposals.

## 6 RESULTS EVALUATION

There will be an annual report about the company's progress as well as evaluations for each trimester. The purpose of this is to verify the communication tone and review each one's messages regarding the marketing strategy and ensure that our efforts are reaching the target audience.

### 6.1 Objectives:

- To prove the effectiveness of the actions
- To value the fulfillment of the communication and marketing objectives
- Correct campaign errors and follow the campaigns goals

### 6.2 Quantitative Analysis:

- Increase in the people following the brand and webpage visits
- Increase in people visiting Desigual stores
- Increase in people following Social Networks
- Increase in overall sales

### 6.3 Qualitative Analysis:

- Employee surveys
- Surveys to the store visitors
- Surveys in the social networks (facebook, twitter, instagram, pinterest)
- Feedback of the surveys looking for a closer relationship with the target audience
- Clipping, communication media analysis

There will be an analysis of the news that comes out to the public by all communication media regarding the campaign. Among the factors that will be evaluated will be: the appearance of the Desigual logo; mentioning the brand; positive/negative impact; coherence with the original message; media type (depending on the audience level that it has).

All the information will be tabulated based on these factors and this is also where the statistics will come from.

As the campaigns' final objective and 360° communication plan, it's necessary that there is a 10% increase in the webpage visits each trimester, as well as a 30% increase in Desigual store visits in the end of the campaigns' first year.

## 7 SUMMARY AND CONCLUSIONS

Since the whole “purpose of business is to create a customer” (PETER DRUCKER); then without customers there will be no Desigual and therefore no marketing.

The key concept here is: creating a customer! This can only be achieved by using marketing as a way to strategically allocate resources for achieving the optimal good. An understanding of the key marketing functions for carrying out a 360° marketing campaign for Desigual is needed in order to create beneficial personal, community, and social change and to allocate staffing and financial resources consistent with these objectives.

CREATING A MARKETING CULTURE - Slater & Narver (1994), stated that a marketing orientation is a particular form of organizational culture. This culture can be characterized as having a focus on interactions with one’s customers and then looking within the organization to explore how the knowledge gained from these interactions can be integrated with existing capacities and experience to build organizational responses — whether they be product or service offerings, communication campaigns, or policy initiatives (Ind & Bjerke, 2007).

The market orientation of Desigual should be positively related to overall business performance, the commitment of employees to the organization, and those employees’ overall attitude and job satisfaction and it is necessary to understand that without top management support, an ability to tolerate risk among top managers, interdepartmental connectedness, a moderate level of centralization, and the orientation of reward systems that supports a consumer focus, most organizations would not be able to adopt this cultural practice (Ind & Bjerke, 2007).

Social Marketing develops and applies marketing concepts and techniques to create value for individuals and society. This is done through the integration of research, evidence-based practice and social-behavioral theory together with the insights from individuals, influencers and stakeholders. These inputs and perspectives are used to design more effective, efficient, sustainable and equitable approaches to enhance social wellbeing, which is the main issue due to Spain’s

economical crisis. This proposal is a 360° marketing strategy because it is one that encompasses all of the processes and outcomes that influence and are associated with change among: individuals, organization, social networks and social norms, communities, businesses, markets, and public.

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ANEXES

Online Survey

1. Do you know the brand Desigual?

Yes

No (please go to question 7)

2. Do you buy in Desigual?

Yes. ¿What motivate you to purchase in Desigual? \_\_\_\_\_

No (please go to question 4)

3. Do you know the current marketing campaign from Desigual?

Yes. Please write the name of the campaign or what it stands for:

\_\_\_\_\_

No

I'm not sure

4. Which is the marketing campaign that has impacted you the most from Desigual? If any.

\_\_\_\_\_

—

5. Do you follow Desigual in any social network?

Yes,

No (please go to question 7)

6. Please select which social network:

Pinterest

Facebook

Twitter

Instagram

Others:

7. Which type of events to you identify Desigual with?

Fair

Show

Party

Competition

Street marketing

Artistic Events

Runway

Others: \_\_\_\_\_.

8. What is the first thing that comes to your mind when you think about Desigual?

\_\_\_\_\_

9. Describe "Desigual" in one word.

\_\_\_\_\_.

Demographic Data

Genre:

Woman

Man

Age:

18 a 29 y/o

30 a 39 y/o

40 a 49 y/o

50 a 59 y/o

60 a 70 y/o